

**Technology Task Force
Report to the
West Midlands Police and Crime Panel**

Report of West Midlands Police and Crime Commissioner

Purpose

1. The purpose of this report is to inform West Midlands Police and Crime Panel (the Panel) of the work being undertaken by the Technology Task Force on behalf of Bob Jones, West Midlands Police and Crime Commissioner (the Commissioner). The Commissioner welcomes comments from the Panel on the work summarised in this report.

Background

2. The Panel, through the Budget Report included in its agenda for 6 February 2013, will be aware of the financial challenges facing the Commissioner over the remaining period of the current Comprehensive Spending Review (CSR) period. The Commissioner's Medium Term Financial Strategy is predicated on the financial challenges continuing into the next CSR period. It is assumed that there will be a need to find a further £100m of savings over the four-year period starting in 2013-14. At the same time the Commissioner and the Chief Constable want to ensure that the Force delivers services to meet the needs of those that live and work in the West Midlands. To achieve this there is a need to modernise and reform the Force's processes, technology and infrastructure. This will be accompanied by the development of both police officers and staff.
3. Prior to the Commissioner taking up office the predecessor police governance body, West Midlands Police Authority, had established a Business Partnering for Policing (BPP) programme. The programme had been established to explore how a private sector partner might work with the Force to deliver transformational change. Following his election the Commissioner ceased the BPP programme and placed the procurement process (previously used for the BPP programme) on hold whilst the most appropriate options were considered. A Technology Task Force was established to review options for delivering change in light of the Commissioner's commitment to the principle that those that deliver core police services will remain under the direction and control of the Chief Constable.

4. The Task Force was established to explore and assess a range of approaches that would enable the Force to confidently respond to these challenges, ensuring the achievement of its objectives into the future. The Technology Task Force has worked with consultants during its work over the last two months. Details of the decision to establish the Technology Task Force and its terms of reference are in the public domain and are available on the Commissioner's website www.westmidlands-pcc.gov.uk.

Technology Task Force

5. In conducting the review a number of factors are being considered:
 - the principle that those that deliver core police services, which encompasses staff and police officers exercising police powers and the staff engaged to support those fulfilling those functions, will remain under the direction and control of the Chief Constable;
 - a clear priority for the creation of technology solutions which enable police officers and staff to work smarter and to achieve radical improvement in the service delivered to those that live and work in the West Midlands;
 - the value in looking for opportunities to collaborate and work in partnership with organisations across the public, third and private sectors;
 - the need to access the additional capacity and capability required, underpinned by access to new ideas and thinking from across policing, public service, the third and the private sectors, not just in the UK but also globally;
 - a desire to start addressing the challenges faced and deliver tangible results, as soon as possible;
 - the importance of managing the risk involved in making the kind of changes required and retaining sufficient flexibility to respond to new challenges as they arise;
 - the Force's role as an employer and significant part of the local economy;
 - the need to secure the support and engagement of the Force's people – both police officers and staff;
 - the importance of the public's priorities and maintaining their confidence; and
 - the criticality of ensuring that the Force is able to deliver services of the highest quality with significantly less money available, making best use of available financial resources.
6. The Commissioner welcomes comments from the Panel as he will be using these factors when considering the Task Force's Report and determining the approach he considers appropriate for the future.

Challenge and ambition

7. Both the Commissioner and the Chief Constable have a shared ambition for the people of the West Midlands to have "Pride in their local police service" delivered through a mission "To serve our communities and protect them from harm". This includes the desire to deliver world-class policing services to the citizens and communities of the West Midlands. The following are seen as the key enablers for achieving this:
 - **Customers and Citizens:** The Force will provide those who directly access service (customers) and those who indirectly engage with policing (citizens) with wider choice,

bespoke service delivery and greater consistency and reliability. A stronger organisational memory will enable the Force to create an extended relationship with its customers and citizens;

- **People:** The smaller workforce will be driven by the Force's values. There will be a continuing emphasis on empowerment, allied to the need for greater consistency of delivery and clearer accountability. The Force's people will have clearly defined roles and be supported by better technology. The role of strong, visible and inspirational leadership will be even more important with leaders doing more directing with less checking;
 - **Information:** Transforming the Force's access, collection, management and use of information to operate integrated systems that are capable of managing the volume of information available from a range of sources. This includes better data analysis to assess the threat of risk and harm, determine local priorities and automate processes. Information transformation will support better decision making at all levels, stronger relationships and improved outcomes; and
 - **Resources:** Improved technology will provide visibility for the totality of the Force's resource. This visibility allied to improved information, will generate significant opportunity for greater predictive and preventative policing and increased productivity.
8. Meeting the challenges faced and delivering the ambition will require successfully delivering major, potentially radical changes to the Force's processes, structures and facilities, in addition to continually developing its people. Improved availability and use of Information and Communications Technology ("ICT") will be critical to these new ways of working.
 9. The Task Force is giving careful consideration to the internal capacity and capability of the Force. The Commissioner believes that what already exists can provide a firm foundation on which to build. The Commissioner wishes to build on the considerable change work undertaken in the Priority Based Budgeting and Continuous Improvements Programmes which have seen considerable costs taken out of the organisation while delivering considerable improvements in performance. However, the Task Force's assessment of the Force's current business change capability shows that, although significant progress has been made in the last three years, the Force does not have sufficient breadth and depth of business change capability to meet the scale of the challenge. Similarly, the Force's ICT capacity and capability has also been assessed. In recognition of the fact that extensive ICT design and implementation will be vital to significantly changing the Force, it is clear that current provision is not sufficient to successfully deliver the scale of change needed.
 10. The Task Force's work has involved consultation with representative groups for both police officers and staff together with a staff survey and focus groups. The findings from this work are being used to develop the options for taking work forward.
 11. The Task Force has considered a broad range of delivery options to address the factors and challenges outlined in this report. These range from a focus on internally-led change through to externalisation of technology and other support services. The Task Force analysis supports an option that would involve an internal change team working in partnership with a third party who would be able to design and manage a change programme which would see the agreement of a new operating model, including ICT. The option supports an approach that would enable the exploration, on a case by case basis, of internally provided services or the potential to establish partnerships with the public, third and a private sector. The Task

Force believes that this approach more readily meets the factors outlined in paragraph 5.

12. The decision which the Commissioner has to make is critical to the policing delivered in the West Midlands. To assist the Commissioner in his task the Police and Crime Panel is asked for its views on the factors which have been taken into account by the Task Force, as identified at paragraph 5, the approach and conclusions which have been drawn together with views on the option supported by the Task Force. The views of the Panel will be considered alongside the professional policing, legal and financial advice from the Commissioner's officers and the Chief Constable at the time he makes his formal decision.

The way forward

13. It is anticipated that a formal decision concerning the way forward will be made imminently. This will, in turn, initiate further detailed work to refine and implement the preferred approach. This will be a priority for the Force, with a view to delivering the stated ambition as soon as possible.

Recommendation

14. The Commissioner welcomes the views of the Panel on both the work being undertaken by the Technology Task Force and the approach the Commissioner is taking to determine the way forward to deliver improved services within the significant financial challenges being faced.